

Ministry of
Agriculture, Food and Fisheries

SERVICE PLAN
2002/2003 – 2004/2005



BRITISH
COLUMBIA

Ministry of
Agriculture, Food
and Fisheries

February 2002

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A New Era of Government Service

Three-year Service Plans represent an important part of the government's commitment to open and accountable government. In August 2001, the government amended the *Budget Transparency and Accountability Act* to require government to table a three-year Strategic Plan and annual three-year service plans for ministries and government organizations with the provincial budget. These Plans will ensure government and its individual ministries clearly outline their goals, and enable British Columbians to hold government accountable for its decisions and actions.

The government's Three Year Strategic Plan articulates the government's vision: *British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future.* It also establishes three strategic goals that are key to achieving the government's overall vision:

- A strong and vibrant provincial economy
- A supportive social infrastructure
- Safe, healthy communities and a sustainable environment

This Service Plan details the Ministry's mission and objectives, which support the government's strategic goals. The Service Plan also includes performance measures that will be used to assess the Ministry's progress in achieving its objectives. Ministry objectives and performance measures are a new initiative. In some cases, as planning progresses, performance measures will become more detailed as they are further developed.

After the end of each fiscal year, the ministry will prepare a Service Plan Report that will describe actual accomplishments for the year just completed. The Report will include a comparison of planned and actual results, from both a financial and performance measure perspective and allow the public to assess the government's performance.

In the years ahead, Service Plans and Service Plan Reports, prepared by government ministries and organizations, will become the key tool by which government will manage public resources to ensure government programs are contributing, in a measurable way, to key government priorities in an efficient and effective manner.

The government's three-year Strategic Plan and Ministry three-year Service Plans will guide the reform of the province's public services so they meet British Columbians' needs. Measures to revitalize economic prosperity and protect and renew public services will lay the groundwork for a future of new opportunity for all British Columbians.

Accountability Statement



Ministry of Agriculture, Food and Fisheries



The 2002/03 – 2004/05 Ministry of Agriculture, Food and Fisheries Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. The plan was developed in the context of the government's *New Era* commitments which are to be addressed by May 17, 2005. All material fiscal assumptions and policy decisions as of January 28, 2002 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

A handwritten signature in cursive script that reads "John van Dongen".

Honourable John van Dongen
Minister of Agriculture, Food and Fisheries

February 5, 2002

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Introduction

This service plan addresses the priorities as presented by the Premier in his letter of June 25, 2001.

- Develop a strategic plan to renew the fisheries industry.
- Examine ways to improve the financial viability of the aquaculture sector.
- Examine the potential for growth of the aquaculture sector in a manner that minimizes environmental impacts.
- Review regulated marketing in the agriculture sector and make recommendations.

- Participate actively in supporting the success of the Ministry of Sustainable Resource Management.

The service plan also directly supports the *New Era for BC* commitment for the ministry, which states:

- With the Minister of State for Intergovernmental Relations, negotiate with Ottawa for provincial control over the management and revenues of BC offshore fisheries to improve fisheries and protect jobs.

Strategic Context

Vision

A competitive and profitable industry providing safe, high quality food for consumers and export markets.

Mission

Provide the business climate for a competitive market-responsive agri-food and fisheries sector, and safeguard the quality of British Columbia's agri-food products for consumers.

Values

The following values outline the fundamental beliefs of the ministry and describe how the organization and its employees interact with clients and each other. The ministry strives to conduct its business in a manner that is:

1. ***Fair and Equitable*** — building and maintaining among ministry personnel an effective spirit of teamwork and cooperation based on trust, integrity, flexibility, innovation, social equity, and equality of opportunity.
2. ***Responsible and Accountable*** — emphasizing responsible use of government resources and transparency in accounting for the use of those resources.
3. ***Service-oriented*** — responding to the needs of the public, agriculture and fisheries sector groups, communities and staff in a timely and courteous manner.
4. ***Partnership-building*** — promoting teamwork, good working relationships, and effective partnerships with, and co-operation among, all orders of government, First Nations, agriculture and fisheries sector groups and communities.

Planning Context

- The agriculture, fisheries and food sector makes a significant contribution to the provincial economy. Primary sales from agriculture exceed \$2 billion, and the value of fish landings and our marine recreational fisheries contribute another \$1 billion.
- The food processing sector is the fourth largest in Canada, with sales approaching \$5 billion.
- Exports and sales to other provinces of fish and agri-food products are \$3.6 billion. Our exports have grown significantly in the last five years.
- This sector is a major job creator, employing nearly 30,000 people at the farm level, nearly 5,000 in fishing, 3,200 in marine recreational fisheries, and almost 24,000 in food processing. When all jobs are added throughout the food system, the total number of jobs is 267,800.

Competitive Strengths:

- Climatic conditions, geographic position, advanced technology.

- Wide diversity of quality products to meet niche markets.
- New emerging growth areas such as new fisheries, agri-tourism, nutraceuticals, direct marketing, and possibly some bio-products.

External challenges:

- Global markets that set food safety standards, and dictate prices and demand.
- Heightened public demand for food safety and quality and product diversity, and awareness of environmental and conservation issues.
- British Columbia's agriculture sector must compete in international markets with competitors that receive very large government subsidies (e.g.: Europe, United States).
- Long-term uncertainty within the fisheries sector (i.e., access to the resource, regulatory and policy environment).
- Exposure to unpredictable weather-related risks.

Objectives, Program Initiatives and Performance Indicators

The operational strategy of the ministry has fundamentally changed and the development of new performance measurements is ongoing. The performance indicators shown in all core business areas focus generally on outputs except where noted. The ministry is developing appropriate outcome indicators for the ministry's core business areas.

An outcome is the impact a program has on its clients or on society. Measuring outcomes is difficult because they are often influenced by external factors over which the ministry has little or no control. Since outcomes also tend to be the result of longer-term actions, it is important for analysis to take place over several years.

Core Business Areas

1. **Food safety and quality** (including animal, fish and plant health) — on-farm safety programs, performance-based regulations (regulations that focus on what is required, not how to do it), diagnostic laboratories.
 2. **Environmental sustainability and resource development** — farm environmental plans, supportive local government agriculture bylaws.
 3. **Fisheries and aquaculture management** — sustainable production practices, more BC control, industry development.
 4. **Risk management** — basic protection for farmers from uncontrollable market and weather risks.
 5. **Industry competitiveness** — advocacy role to ensure that farm and fisheries interests are considered in government programs, services and regulations; industry-led research and market development.
 6. **Corporate services** — fair share of federal funding; effective policy, human resource and financial management.
-

Core Business Area 1 — Food Safety and Quality

Context: The ability of the industry and the province to address this issue depends on being able to implement improved product tracking and food safety programs throughout the food system, and make federal and provincial standards consistent.

Goal: Food safety and quality levels that meet public health objectives and standards and thereby secure access to national and international markets.

Outcome: Enhanced economic growth and consumer confidence through reliable food safety/quality programs.

Objectives:

1. BC food, agriculture and seafood products that are safe for consumers.
2. Help the seafood and agri-food industry meet national and international standards, access existing markets and target new specialty markets.

Key Strategies:

- Shift government role to oversight, monitoring and risk assessment.
- Shift regulations to be results/outcome-based.
- Maintain compliance with food and safety standards (provincial, national and international) in co-operation with B.C. Ministry of Health Services and Canadian Food Inspection Agency.
- Support industry-led programs for quality control, standardized on-farm food safety assurance (e.g.: “Hazard Analysis Critical Control Point” — HACCP) systems, product identification and tracking programs.
- Build co-operative funding programs to initiate projects to address food safety issues.

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3. Maintain the health of animal, plant and fish production systems.
- Rapid diagnosis and detection of diseases and immediate dissemination of control information.
 - Enable development and dissemination of advanced and innovative control options for diseases, invasive pests and noxious weeds.
 - Build co-operative funding programs to initiate projects to address environmental monitoring issues and minimize industry productivity costs.

Output Measures	Baseline	2002/03	2003/04	2004/05 Target
<ul style="list-style-type: none"> ■ Control options including Integrated Pest Management (IPM) and other techniques available for diseases, pests and noxious weeds, e.g.: Sterile Insect Release program 	<ul style="list-style-type: none"> ■ Measures of adoption of advanced control techniques under development 	<ul style="list-style-type: none"> ■ Measurable increase 	<ul style="list-style-type: none"> ■ Measurable increase 	<ul style="list-style-type: none"> ■ Measurable increase
<ul style="list-style-type: none"> ■ Selected outcome-based regulations in place (ministry) 	<ul style="list-style-type: none"> ■ 95/5% mix of prescriptive and outcome-based regulations 	<ul style="list-style-type: none"> ■ Aquaculture regulations outcome-based 	<ul style="list-style-type: none"> ■ Dairy regulations also outcome-based 	<ul style="list-style-type: none"> ■ Shift remaining regulations where feasible

Outcome Measures	Baseline	2002/03	2003/04	2004/05 Target
<ul style="list-style-type: none"> ■ % of industry production under voluntary quality certification programs 	<ul style="list-style-type: none"> ■ 6% (now only VQA and organic) 	<ul style="list-style-type: none"> ■ Increase to 15% over 3 years 		
Adoption of Hazard Analysis Critical Control Point (HACCP) principles by: <ul style="list-style-type: none"> ■ agriculture operations ■ the shellfish industry at the farm level ■ seafood harvesting sector 	<ul style="list-style-type: none"> ■ 0% ■ 0% ■ < 5% 	<ul style="list-style-type: none"> ■ Increase to 30% over 3 years 		

Core Business Area 2 — Environmental Sustainability and Resource Development

Context: Increased concern over water quality, management of wastes and ability of agriculture to operate effectively within municipal context.

Goal: Economic development in the agri-food and seafood sectors that maintains high environmental standards and respects the environmental concerns of all British Columbians.

Outcome: Job creation, higher productivity, fewer restrictions on development, fewer regulatory conflicts and good environmental stewardship.

Objectives:

1. Develop improved technology and management to increase environmental sustainability and profitability.
2. Contribute to resource planning processes that reduce land and water allocation conflicts and enhance access to capable lands.
3. Local government plans, bylaws and other initiatives that are supportive of, and do not hinder, agriculture and aquaculture development.
4. Eliminate government subsidies to businesses.

Key Strategies:

- Maintain the Agriculture Environment Partnership Initiative to increase environmental stewardship practices.
- Continue implementation of salmon aquaculture programs to address key issues related to environmental performance.
- Implement and enhance farm development and environmental plans (including standards, operating procedures and audit processes), in conjunction with producers, regions and agencies.
- Streamline and update regulations for aquaculture by 2002/03.
- Prepare and maintain an agriculture sector strategy to identify needed resources on an ongoing basis.
- Participate in land-use planning and zoning processes in conjunction with Ministry of Sustainable Resource Management to ensure access to resources for agriculture and aquaculture.
- Support municipal bylaw reviews, and the development and implementation of local government agriculture plans to ensure they are supportive of agricultural activity. Resolve rural/urban conflicts. Review and update “right-to-farm” legislation.
- Discontinue Grazing Enhancement Fund program by March 31, 2002.

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Output Measures	Baseline	2002/03	2003/04	2004/05 Target
<ul style="list-style-type: none"> ■ High-quality environmental farm planning system in place for farmers in adopting best management practices on their operations; tracking system in place measuring the adoption of best practices 	<ul style="list-style-type: none"> ■ Data tracking system under development 	<ul style="list-style-type: none"> ■ Surveys undertaken 	<ul style="list-style-type: none"> ■ Data analyzed to determine rate of adoption 	
<ul style="list-style-type: none"> ■ Bylaw reviews conducted of local governments with significant agriculture activity (approx. 50) to determine their support of agricultural activity 	<ul style="list-style-type: none"> ■ Reviewed bylaws of 12 out of 50 local governments 	<ul style="list-style-type: none"> ■ Bylaws of approximately 25 local governments are supportive of agriculture according to powers provided to the Minister under the Local Government Act; remainder to be done over following 3 years (2007/08). 		
<ul style="list-style-type: none"> ■ Code of conduct developed for shellfish aquaculture operations as licencing requirement 	<ul style="list-style-type: none"> ■ No standards established 	<ul style="list-style-type: none"> ■ Complete 		
<p>Development of standards, policy and regulation maximizing environmental performance of the aquaculture industry</p> <ul style="list-style-type: none"> ■ Policy framework for new and emerging fisheries with Department of Fisheries and Oceans ■ Fish health management plan and standards, industry database ■ Finfish performance-based waste management standards ■ Refine Escape Prevention Standards 	<ul style="list-style-type: none"> ■ Under development 	<ul style="list-style-type: none"> ■ Complete ■ Complete ■ Complete 	<ul style="list-style-type: none"> ■ N/A 	<ul style="list-style-type: none"> ■ Complete
<p>Development of annual performance reports for aquaculture</p> <ul style="list-style-type: none"> ■ Compliance and Enforcement Reports for aquaculture ■ Fish Health Report 	<ul style="list-style-type: none"> ■ Under development 	<ul style="list-style-type: none"> ■ First report ■ Complete 	<ul style="list-style-type: none"> ■ Annual ■ Annual 	<ul style="list-style-type: none"> ■ Annual ■ Annual
<ul style="list-style-type: none"> ■ Eliminate grants to businesses and organizations 	<ul style="list-style-type: none"> ■ \$2.5 million (Grazing Enhancement Fund) 	<ul style="list-style-type: none"> ■ \$0 	<ul style="list-style-type: none"> ■ N/A 	<ul style="list-style-type: none"> ■ N/A

Outcome Measures	Baseline	2002/03	2003/04	2004/05 Target
Measure of impact of agriculture on the environment ■ Degree to which agriculture farmers use best management practices to protect water and soil quality and prevent damage by wildlife	■ < 10% of BC farms with environmental farm plans in place	■ 25% over 3 years		
■ Increased Crown land tenured for shellfish aquaculture	■ 2,727 hectares	■ 10% growth per year over 3 years (to 3,545 hectares)		
Outcome measures for the following will be determined: ■ Fish escape standards ■ Performance-based waste management standards (finfish) ■ Finfish health management plan				

Core Business Area 3 — Fisheries and Aquaculture Management

Context: World competition increasing, increased concern over environmental issues and the ability of the industry to compete due to limited capacity for expansion, limited capacity to manage our own commercial resource.

Goal: The most economic benefit possible from fisheries and aquaculture while protecting the resource.

Outcome: Competitive and self-reliant seafood industry.

Objectives:

1. Provide an effective management framework for fisheries and aquaculture that does not inhibit the sector's ability to conduct business effectively.

Key Strategies:

- Complete the review of fisheries and aquaculture management and service delivery by 2002/03.
- Harmonize government review and approval processes for aquaculture (access to Crown land and operation of aquaculture sites).
- Develop new performance-based regulations for aquaculture by 2002/03.
- Build industry capacity for self-financing and accessing outside capital.

2. Enhance the financial viability, self-sufficiency and environmental performance of the fisheries and aquaculture sectors.
 - Support industry-led development and diversification projects such as: new species development for the wild and cultured industry, processing that adds value to the raw product, use of the by-products, selling into more markets and research and development.
 - Relocate poorly sited finfish farms and site new technology and new finfish farms.
3. Redefine federal-provincial fisheries governance (roles) to increase provincial influence over fisheries and revenues.
 - Represent and incorporate provincial interests in federal fisheries management and decision-making processes.
 - In conjunction with Intergovernmental Relations, negotiate with the federal government for greater control over fisheries management and revenues.
 - Build and maintain co-operative partnerships in fisheries and aquaculture management and for research and development.
4. Eliminate government subsidies to businesses and organizations.
 - Eliminate development grants by 2002/03.
 - Eliminate contributions to the Shellfish Aquaculture Working Capital Fund effective immediately.
 - Wind up Fisheries Renewal BC by March 31, 2002.

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Output Measures	Baseline	2002/03	2003/04	2004/05 Target
<p>Successful siting of:</p> <ul style="list-style-type: none"> ■ Poorly sited finfish farms, ■ New technology finfish farms and ■ New finfish farms 	<ul style="list-style-type: none"> ■ Industry capped at 121 tenures ■ 7 of 36 farms moved 	<ul style="list-style-type: none"> ■ Salt-water new technology farms sited ■ Siting of new finfish farms underway and ongoing 	<ul style="list-style-type: none"> ■ Fresh-water new technology farms sited 	<ul style="list-style-type: none"> ■ Re-siting complete
<p>Government position on BC Seafood Alliance's 8 priority action items including:</p> <ul style="list-style-type: none"> ■ Redefined federal and provincial governance and relationship framework for fisheries and aquaculture management ■ Industry organization established to support R&D and address market access issues ■ Formal process in place for dialogue between fisheries and aquaculture sectors 		<ul style="list-style-type: none"> ■ Measures to be determined after negotiation with federal Department of Fisheries and Oceans ■ Complete 	<ul style="list-style-type: none"> ■ N/A 	<ul style="list-style-type: none"> ■ Complete ■ In place
Eliminate grants to businesses and organizations	■ \$15.3 million	■ \$0	■ N/A	■ N/A

Outcome Measures	Baseline	2002/03	2003/04	2004/05 Target
<p>Economic growth of the seafood sector</p> <ul style="list-style-type: none"> ■ Wholesale value 	<ul style="list-style-type: none"> ■ \$1.02 billion 	<ul style="list-style-type: none"> ■ Increase wholesale value of BC seafood by an average of 4% annually ■ \$1.2 billion by 2004/05 		

Core Business Area 4 — Risk Management

Context: Governments in other provinces and other jurisdictions world-wide provide greater levels of income support to farmers to mitigate weather, market, disease and pest related risks, thus adversely affecting the competitive position of British Columbia farmers.

The federal and provincial governments share responsibility for agriculture under the constitution. Therefore, the ability for British Columbia to maintain a level playing field for industry relative to other jurisdictions is affected by federal-provincial agreements, international trade agreements and the willingness of our trading partners to adhere to the trade agreements.

Goal: Provide basic protection to farmers for uncontrollable and unpredictable disasters such as weather hazards, natural disasters, disease, pests and erratic markets consistent with trade obligations.

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Outcome: Increased private sector responsibility for management of farming risks, and a more level playing field for industry relative to other jurisdictions to effectively mitigate unpredictable, uncontrollable risks.

Objectives:

1. Maintain a reasonably level playing field in publicly supported agricultural risk management programs compared to competing jurisdictions.
2. Reduce the likelihood of demands for ad-hoc government financial assistance.
3. Assist farmers to manage risks from natural disasters, weather hazards, disease, pests, and erratic markets.
4. Receive a fair share of federal funding for risk management programs offered to Canadian farmers.
5. Review and improve the effectiveness of risk management programs.
6. Implement the recommendations following the regulated marketing review.

Key Strategies:

- Phase down publicly supported agricultural risk management and encourage private sector options subject to WTO negotiations.
- Continue delivering crop insurance program while examining private sector options for risk management.
- Continue to be an active participant in the federal/provincial negotiations. Negotiate with federal government for new national farm insurance programs by March 31, 2003.
- Discontinue NISA (Net Income Stabilization Account) Interest Bonus by 2002/03. Discontinue provincial participation in NISA or WFIP (Whole Farm Insurance Program) by 2004/05.
- Provide policy framework for marketing boards to improve market responsiveness, encourage specialty products and further processing in BC over a three-year period.

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Output Measures	Baseline	2002/03	2003/04	2004/05 Target
■ Private sector delivery of components of crop insurance programs by 2004/05	■ Virtually 0% of program sales component privately delivered	■ TBD	■ TBD	■ 100% of sales privately delivered
■ Provincial participation in income stabilization programming rationalized	■ NISA and Whole Farm Insurance Program in place	■ TBD	■ TBD	■ Either/or but not both or a new lower cost alternative program
■ Regulated marketing review completed	■ Current governance system	■ Repeal 2 marketing boards (grape and tree fruit)	■ TBD	■ New governance measures in place

Outcome Measures	Baseline	2002/03	2003/04	2004/05 Target
■ Federal funding to BC farmers is proportionate to that in other provinces	■ 4.8% of federal expenditures	■ Up to 6% of federal expenditures over 3 years (dependant on provincial cost-sharing)		
■ Impact of weather-related crop disasters effectively mitigated	■ Insurable crops covered by insurance ranges from 30% to 90%	■ 70% of all insurable crops covered by insurance over 3 years		
■ Availability of private sector risk management tools	■ Limited and specific tools available and being utilized	■ Broader range of tools available and being utilized over long-term		

Core Business Area 5 — Industry Competitiveness

Context: The general business climate in the province is not generally conducive to competitiveness of the agriculture, food and fisheries sectors in British Columbia. Some of the business climate issues are within the control of the provincial government.

Goal: An agriculture, fisheries, aquaculture and food sector that is competitive in a global economy and provides economic benefit and stability to British Columbia's rural and coastal communities.

Outcome: More profitable and growing sector.

Objectives:

1. Enable and implement self-funding systems to increase industry self-reliance and reduce dependence on government funding, and eliminate subsidies to businesses and organizations.
2. Increase access to government information and expertise.
3. Advocate for BC's interests on all issues such as labour issues and fair share of federal funding; and reduce negative impacts on the sector from excessive regulation, tax policy and cross-government policy.
4. Resolve trade impediments affecting British Columbia agri- and seafood products.

Key Strategies:

- Enable levy systems for industry to fund its own technology and development.
- Eliminate grants to entities including: BUY BC, BC Fairs & Exhibitions Assn., BC Wine Institute, B.C. Agriculture Council.
- Accelerate contributions to the Okanagan Valley Tree Fruit Authority to enable meeting of the government's commitment to support the tree replant program by 2003/04 instead of 2005/06.
- Discontinue government direct technical advisory services by March 2003; close specific district offices.
- Expand electronic information delivery in partnership with agriculture and seafood industry agencies, technology organizations and private information providers; then privatize delivery.
- Examine all programs to reduce excessive regulation.
- Develop a broad agriculture sector strategy in conjunction with Ministry of Sustainable Resource Management to remove impediments to agriculture sector economic growth.
- Support trade negotiations, advocate for BC interests, and provide technical support on sanitary and phytosanitary trade rules and disputes.

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Output Measures	Baseline	2002/03	2003/04	2004/05 Target
<ul style="list-style-type: none"> ■ Reduced red tape, outcome-based regulations (environmental and labour), and supportive tax policy 	<ul style="list-style-type: none"> ■ Prescriptive, inflexible regulations 	<ul style="list-style-type: none"> ■ 60% outcome-based regulations in place over 3 years 		
Eliminate grants to businesses and organizations	<ul style="list-style-type: none"> ■ \$1.8 million 	<ul style="list-style-type: none"> ■ \$0 	<ul style="list-style-type: none"> ■ OVTFA replant commitment completed 	<ul style="list-style-type: none"> ■ N/A
<ul style="list-style-type: none"> ■ Enhanced access to electronic information ■ % of agriculture and seafood industry that have information accessible in electronic form and # of industry sectors with electronic information available on Infobasket ■ Closure of ministry offices 	<ul style="list-style-type: none"> ■ Accessible to 30% of industry ■ 4 sectors 	<ul style="list-style-type: none"> ■ 40% ■ 4 sectors ■ 6 district offices closed 	<ul style="list-style-type: none"> ■ 50% ■ 8 sectors 	<ul style="list-style-type: none"> ■ 60% ■ 12 sectors
<ul style="list-style-type: none"> ■ Client satisfaction and awareness ■ Market survey of service quality in program delivery 	<ul style="list-style-type: none"> ■ Survey under development 	<ul style="list-style-type: none"> ■ Establish baselines 	<ul style="list-style-type: none"> ■ Under development 	<ul style="list-style-type: none"> ■ Complete

Outcome Measures	Baseline	2002/03	2003/04	2004/05 Target
<ul style="list-style-type: none"> ■ Increased self-reliance of the agriculture sector ; % of industry covered by self-financing organizations 	<ul style="list-style-type: none"> ■ 35% 	<ul style="list-style-type: none"> ■ 50% over 3 years 		

Core Business Area 6 — Corporate Services

Context: Increased need to be cost-effective in program and service delivery, reduce regulation and red tape, as well as advocate for BC interests at the federal and international levels.

Goal: Effective policy, legislation and trade programs, and measurable objectives of performance.

Outcome: Modern, service-oriented policies and legislation, significantly reduced government regulation, a fair share of federal expenditures, enhanced trade access, and an efficient, accountable administrative operation.

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Objectives:

1. Maintain a future-oriented and effective policy, legislative and planning framework to support the ministry's operations in achieving its goals.
2. Increase the provincial share of federal expenditures, particularly in farm safety nets, research and export promotion.
3. Enhance trade access by resolving international and interprovincial barriers.
4. Provide the ministry with administrative and financial services that help the ministry operate efficiently and effectively while ensuring compliance with government policies and procedures.
5. Maintain and enhance a modern human resource policy that recognizes a changing workplace and which effectively implements change management strategies.

Key Strategies:

- Re-orient and streamline legislation/regulations in line with the new mandate and the deregulation initiative, in conjunction with other ministries.
- Influence the policies and regulations of other governments to support agri-food and fisheries development.
- Represent the Province of British Columbia on federal/provincial committees (trade, safety net agreement, etc.)
- Build strategic alliances and advocate for reduced subsidies, investment rules and effective dispute settlement in domestic and international trade agreements.
- Co-ordinate the preparation of annual expenditure, revenue and capital budgets, and carry out subsequent budgetary control functions.
- Participate in implementing administrative efficiency processes (e.g.: on-line procurement) identified by the Best Practices Initiative.
- Develop a comprehensive human resource management plan related to succession planning, recruitment, performance measurement and training.

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Output Measures	Baseline	2002/03	2003/04	2004/05 Target
■ 95% of suppliers and contractors are paid within 30 days of goods received or invoice date	■ 95% in 30 days	■ 95% in 30 days		
■ Eliminate identified interprovincial trade barriers (e.g.: imitation dairy products, federal grain transportation policy, provincial investment subsidies)	■ 3 priority barriers	■ Elimination of key barriers over 3 years		
■ A streamlined regulatory framework is in place	■ Current legislation ■ 4,538 regulatory "requirements"	■ Legislation inconsistent with new mandate is repealed ■ Reduce to maximum of 3,025 "requirements" over 3 years		
■ Human resource plan implementation	■ Human resource plan under development	■ Human resource plan ongoing	■ Human resource plan implemented	■ Complete

Outcome Measures	Baseline	2002/03	2003/04	2004/05 Target
■ Actual expenditures do not exceed budgets	■ Targets met	■ Targets met	■ Targets met	■ Targets met
■ Federal cost-sharing formula is maintained or increased	■ 60:40	■ minimum 60:40 maintained over 3 years		

Consistency with Government Strategic Plan

Each core business area indicates specific linkages with the Provincial Government's "A New Era for British Columbia." The business area descriptions also describe linkages to the Premier's letter to the Minister where applicable.

Deregulation

Consistent with the ministry's mandate, strategies within this service plan focus on the identification of regulatory impediments to competitiveness of the BC seafood and agrifood sectors as a priority.

The plan identifies recommendations for change or alternative approaches and implementation of the recommendations. In particular, legislation and regulations inconsistent with the new mandate of the ministry will be repealed.

In addition, the regulatory burden imposed on the ministry and industry by ministry legislation will be reduced by at least one-third. This will be achieved through a combination of repealing redundant legislation and by shifting to outcome-based regulations.

Information Technology Management

In the coming year, Agriculture, Food, and Fisheries will undertake the following major strategic initiatives with regard to information management:

- **Expansion of InfoBasket** — The implementation of the ministry's award-winning portal, InfoBasket, onto a new server (purchased in fiscal 2001/2002) will provide more stability to the website. We also will see a number of new Business Focus Areas added, and some new functions added to improve usability.
- **Crop Insurance** — The ministry will replace an aging policy based management information system for the crop insurance program with a new system that permits better management of the sales and marketing as well as claims processing and tracking process. The new system will better maintain all of the production and claim data in order to efficiently generate premiums for the individual contracts. Work on the business requirements started in fiscal 2001/2002, but the actual construction of the system is targeted for completion in phases with the total system being replaced by the fall of 2003.
- **Replacement of aging fisheries licensing system** (Commercial Fisheries Licensing System and the Aquaculture Licensing System). The ministry will examine incorporating them into MALS (Ministry of Agriculture Licensing System), and move if feasible.
- **Shared Database for Producers** — The ministry will form a partnership with the federal government to share a client contact management database for agriculture processors and producers. The ministry intends to host the database, which will be built, using the "Maximizer" software product. The objective will be to reduce the client statistical information collected redundantly by both organizations.

Linkage to government priority and *New Era* document:

- A thriving public sector economy that creates high-paying job opportunities.
- Greater equity and equality for British Columbia in Canada.
- Responsible, accountable management of British Columbians' public resources and tax dollars.
- Eliminate the backlog and delays in Crown land applications.
- Eliminate all government subsidies to business that give some firms an unfair advantage over their competitors in BC.
- Increase access to Crown lands and resources, to create jobs in tourism, mining, forestry, farming, ranching and oil and gas.
- With the Minister of State for Intergovernmental Relations, negotiate with Ottawa for provincial control over the management and revenues of BC offshore fisheries to improve fisheries and protect jobs.
- High quality public health care services* that meet all patients' needs where they live and when they need it. *preventative measures.

- The fastest growing technology industry in Canada.
- Restore BC as a world leader in E-government, to give all citizens and businesses better on-line access to core services, 24 hours a day, 7 days a week.
- Cut the “red tape” and regulatory burden by 1/3 within 3 years.
- Use on-line procurement technology to save costs and maximize taxpayer’s value-for-money on all major government purchases.
- Cut the cost of paper flow by digitizing all government data, forms and information possible.

Linkage to Premier’s letter to Minister of June 25, 2001:

- Examine ways to improve the financial viability of the aquaculture sector.
- Participate actively in supporting the success of the Ministry of Sustainable Resource Management.
- Examine the potential for growth of the aquaculture sector in a manner that minimizes environmental impacts.
- Develop a strategic plan to renew fisheries industry.
- Review regulated marketing in the agriculture sector and make recommendations.

Resources

**2002/03 - 2004/05 Service Plan Budget
and Full-Time Equivalent (FTE) Summary**

(\$ 000s)

		2001/02 Restated Estimates	2002/03 Estimates	2003/04 Plan	2004/05 Plan
MINISTRY OPERATIONS					
Corporate Services					
	Budget	8,604	8,275	8,279	8,290
	FTEs	78	72	72	72
Food Safety & Competitiveness					
	Budget	20,081	14,061	13,031	13,031
	FTEs	125	112	105	105
Risk Management					
	Budget	20,245	20,095	15,999	12,152
	FTEs	36	38	38	28
Resource Development & Sustainability					
	Budget	10,367	11,997	10,861	10,236
	FTEs	135	132	117	115
Okanagan Valley Tree Fruit Authority					
	Budget	5,800	8,650	8,650	-
	FTEs	-	-	-	-
BOARDS, COMMISSIONS AND SPECIAL ACCOUNTS					
BC Marketing Board / Farm Practices Board					
	Budget	951	980	980	980
	FTEs	7	7	7	7
Grazing Enhancement Fund					
Program terminated March 31, 2002	Budget	2,500	-	-	-
Less transfer from Ministry Operations	FTEs	(2,500)	-	-	-
		-	-	-	-
Livestock Protection					
	Budget	20	20	20	20
	FTEs	-	-	-	-
TOTAL MINISTRY OPERATIONS, BOARDS AND SPECIAL ACCOUNTS		66,068	64,078	57,820	44,709
TOTAL FTEs		381	360	338	327
FISHERIES RENEWAL BC					
	Budget	14,920	-	-	-
	FTEs	14	-	-	-
CAPITAL - CONSOLIDATED REVENUE PLAN		2,128	1,432	2,192	2,192
FINANCING TRANSACTIONS - Net cash source		1,192	1,096	1,018	923

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